

**Goddard Space Flight Center  
Office of Human Capital Management**



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**Annual Report FY 2011**



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## MESSAGE FROM THE OHCM DIRECTOR

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I am pleased to publish and share the 2011 Annual Report for the Office of Human Capital Management (OHCM). This annual report covers the period of October 1, 2010 through September 30, 2011. This report highlights many of our accomplishments from fiscal year (FY) 2011 that supported Goddard's mission to "...transform human understanding of Earth and space through innovation, exploration and discovery." As we strive to make a significant contribution to the Agency's high ranking as a "Best Place to Work," we want to share how OHCM's efforts also support NASA's Goddard Space Flight Center. In addition, I want to share our focus for the new fiscal year as we strive to continue delivering excellent products and services.

We are committed to staying current, competitive and strategic. Both the leadership team and our staff have participated in numerous activities geared towards engaging our customers, such as developing customer feedback surveys and helping our customers develop action plans based on data obtained from the Federal Employee Viewpoint Surveys. We've continued to stay connected with and informed about the focus of the Agency's Human Capital Management Office and have continued to benchmark and to be benchmarked by organizations from across the Federal community as well. We have found benchmarking to be particularly useful, because it enables us to obtain practical, hands-on information quickly and effectively. It has allowed us to acquire knowledge from other human capital professionals both inside and outside the Federal Government, as well as presenting us with an opportunity to share some of our recognized best practices with others. Several of our benchmarking activities have been included under the section entitled "Highlights."

As we compete for quality talent against other NASA Centers, other Federal agencies and private industry (e.g., Lockheed-Martin, Boeing, Yahoo, Google, etc.), we have stressed the importance of our staff staying current regarding industry trends. OHCM employees are encouraged to pursue membership with professional associations (e.g., Society for Human Resources Management, American Society for Training and Development, American Society for Public Administration and International Coach Federation) to broaden their knowledge base and establish external connections with people outside of the public sector. As we face some very complex human capital issues, we must ensure that we are postured to lend a balanced approach to stewardship of resources while also developing our employees ability to offer strategic solutions that enable both Goddard's and NASA's success.

Finally, please feel free to provide your feedback and comments regarding this report to any member of my leadership team, OHCM staff members or directly to me. We realize that we can only fully achieve OHCM's vision to "Deliver integrated, strategic human capital solutions as an innovative, value-added partner" by working with the Center's management and employees to understand what's important to each one as we all strive to achieve Goddard's mission together.



Verron "Ron" M. Brade  
Director Office of Human Capital Management



## INTRODUCTION

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Each fiscal year, the OHCM leadership team (see Appendix A) develops an operating plan for the next year, before the beginning of the annual performance appraisal period. We then use a project management approach to prioritize and execute the plan. OHCM focuses on a variety of objectives, encompassing strategic human capital planning, recruitment, training and development, performance management, organizational development and human capital systems. These efforts all align to our mission to “Fuel the Goddard mission by igniting human and organizational excellence.” We are excited to share some highlights that we believe demonstrate our support to Goddard’s mission.

## HIGHLIGHTS: PRIORITIES AND ACCOMPLISHMENTS FOR FY 2011

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### • *Center Recruitment Strategy*

The Center’s three-year Recruitment Strategy was developed to integrate all Center initiatives associated with recruiting a highly-talented and diverse pool of potential permanent employees, as well as Cooperative (Co-op) students and interns, for various student programs. Our overall strategy was intended to serve as a guide for shaping annual recruitment activities; and, in spite of an economic downturn that has severely impacted the Federal Government, recruitment at GSFC has remained a critical component of our overall workforce strategy. For instance, we have performed a tremendous amount of analysis that has provided a basis for future outreach efforts with colleges and universities. Some of our recruitment events for FY 2011 included:

#### University Visits—

- ◆ Historically Black Colleges and Universities (minority universities)—such as Alabama A&M, Hampton, Bowie State, Howard, Morgan State University, Morehouse
- ◆ Hispanic-serving Institutions—such as University of Puerto Rico
- ◆ Majority Universities—such as MIT, Georgia Tech, Duke University

Conferences and Career Fairs such as Society of Black and Latino Physicists, Society of Asian Scientists and Physicists, Society of Women Engineers, Society of Hispanic Professional Engineers, American Indian Science and Engineering Society, National Society of Black Engineers and the “Out and Equal” Conference (which was supported in conjunction with NASA Headquarters)

We have also explored how to best utilize the various resources on Center, such as our Advisory Committees, to increase the reach and effectiveness of our recruitment efforts. In general, the Center Recruitment Strategy requires continued strategic cooperation, collaboration and partnerships from across the Center—specifically with Goddard’s OHCM and Office of Education (OE) in addition to working directly with Center Directorates and the Equal Opportunity Programs Office (EOPO), and Diversity and Inclusion Committee representatives.

This past summer, OHCM led a career networking event for Goddard's 525 summer interns. This event included a keynote address by the Goddard Chief Technologist, along with a diverse panel of Goddard employees spanning years of service and functional expertise. Interns had the opportunity to talk with technical representatives from various Center directorates that hosted information tables. Through strengthened OHCM and OE collaborations, the Center will continue our investment in students at the Center. More specifically, the collaboration and partnership between OHCM and OE has also yielded access to many promising summer and academic-year interns who are well prepared to become future members of the NASA workforce through the Co-op Program. Figure 1 summarizes the percentage of interns hired into the Co-op Program over the last three fiscal years. This data clearly indicates that the Co-op Program has increased its intern pipeline by approximately 10 percent over this three-year period. [Cooperative students are only converted after fulfilling all of the requirements of the Co-op Program.]

Fiscal Year	Co-ops Hired	Number Who are Interns	Percent of Offers to Summer Interns
FY 2009	47	12	26
FY 2010	34	10	29
FY 2011	37	13	37

*Figure 1. Interns hired through the Co-op Program*

In addition to successful recruiting, we also must focus our energy and attention on retaining the current workforce and maintaining a high level of employee engagement.

- ***Leadership/Management/Career Development and Training Opportunities at a Glance***

Given our existing workforce, OHCM has projected that 68 percent of the current supervisors will be eligible to retire by 2021. (Figure 2) In an effort to support the next generation of leaders, OHCM published Leadership/Management/Career Development and Training Opportunities at a Glance. This document will help supervisors and employees view the various options for leadership, management, career development and training available through Agency- and Center-level programs and will serve as a roadmap to ensure Goddard's next generation of supervisors are prepared to lead Goddard through the 21st century. A 21st century leader is "someone who has acumen for human relationship as well as business. The idea of the human factor playing a pivotal role in the makeup of the 21st century leader is based on the definition of leadership—the process of influencing an organized group toward accomplishing a goal."

This tool delineates learning opportunities available to civil servant employees by grade level. It is intended to facilitate discussions between a supervisor and employee to further develop the employee's career. For specific information regarding the various opportunities, please see the website:

<http://ohcm.gsfc.nasa.gov/Documents/TrainingAtAGlance.pdf>



Skill Group	Percent Eligible
Clericals	58
Engineers	52
Professional Administrative	52
Scientists	59
Technicians	75
Supervisors	68

Figure 2. Existing workforce retirement eligibility by 2021

- ***“First-line Supervisors First” Initiative***

OHCM began planning activities for the “First-line Supervisors First” initiative, which is modeled after the Applied Engineering Technology Directorate (Code 500) Supervisory Workload Action Team. This activity is a collaboration among stakeholders that serves to identify and address conditions, barriers, policies, practices and procedures that adversely impact the working conditions and morale of first-line supervisors. It is expected that this initiative will recommend process and practice improvements, and encourage management practices that will enhance the supervisory experience at Goddard. This, in turn, should increase the attractiveness of the supervisor’s position as well as the performance and effectiveness of first-line supervisors. Its objectives are as follows:

- Enable supervisors to perform and manage work more efficiently and effectively
- Identify and address barriers to optimal performance of supervisory duties
- Enhance the inclusion of first-line supervisors in Center-, Directorate- and Division-level interactions and decisions that impact them, thereby helping them to perform duties more efficiently
- Create a culture where supervisors feel supported by higher management and staff offices (e.g., OHCM, Legal, EOPO, etc.) to perform duties more effectively
- Set a foundation for shared knowledge and understanding of respective roles, responsibilities and expectations among staff offices and supervisors
- Ensure that the supervisory career path is attractive in order to attract and retain well-suited, high-performing employees in these positions, thus sustaining the viability of supervisory positions at the Center
- Identify and resolve gaps in supervisor competencies, as evidenced from the Learning Investment Strategy, by developing a comprehensive Supervisor Training Curriculum
- Increase networking and collaboration among supervisors to enable better and timely accomplishment of work

In support of this initiative, OHCM developed a course for first-line supervisors called the New Supervisor's Curriculum. This course, a forty-hour classroom instruction program for new supervisors, was delivered as a pilot in February 2011. This training pilot was a collaborative effort with the Applied Engineering and Technology Directorate (Code 500). The focus of the course was competency based, including core supervisory competencies. The target audience was first-time, probationary, civil-servant supervisors. This course also served as refresher training in human resources management for experienced supervisors.

Course participants learned how to develop and manage their workforce based on organizational goals and staffing needs. Participants increased their knowledge and skills on how to appropriately recruit, select, apprise, reward employees and take action to address performance problems. They also learned how to manage a blended (i.e., civil servants and contractor) workforce and a variety of work situations.

To find out more about the New Supervisor's Curriculum, please see:

[http://ohcm.gsfc.nasa.gov/devguide/new\\_supervisors/](http://ohcm.gsfc.nasa.gov/devguide/new_supervisors/).

- ***Employee Viewpoint Surveys***

As stewards of Goddard's Human Capital Program, OHCM also plays a critical role in monitoring the health of the environment at the Center. The Office of Personnel Management (OPM) distributes the Employee Viewpoint Survey (EVS) annually to all Federal employees, and OHCM is responsible for analyzing those results for GSFC. The 2011 EVS was launched in March 2011. Directorates were subsequently briefed on those results.

In general, when we receive all of the EVS results we analyze those results and share the data with Senior Management, the Center's Directorates as well as our partners across the Center, such as GSFC's Advisory Committee chairs and the Diversity and Inclusion Committee (previously known as "Diversity Council"). One of the newly incorporated reports provided to the Directorates was a trend report that provided insight as to whether or not any improvements had actually been made since the previous EVS. This report proved to be very helpful to the Directorates, and also provided a level of insight as a Center when looking at our trends. Appendix B, Figure 3, which provides an overview of Goddard's demographic trends for 2010 and 2011, is an example of a trending report.

In the last fiscal year, OHCM briefed each "Director of," along with their management staff, and provided an executive summary and a report that told the "story," highlighting their areas of celebration and identifying areas where they needed to focus their attention. This report addressed how their organization compared against the Center and the Agency.

Each of the Directorates provided action plans to OHCM that were used as a checkpoint to see how each organization progressed as we prepared for the opening of the 2012 survey. As a result of employee feedback to EVS, changes have been made within the Directorates and at the Center level to improve communications and quality of worklife. Feedback made a difference! Many of the Directorates shared results with their employees and considered their Directorate results to be a baseline for employees to see additional improvements over time.

On November 16, 2011, the Partnership for Public Service released the Best Places to Work rankings based on the OPM's EVS results, of which approximately 266,000 employees at 308 Federal organizations (33 large agencies, 35 small agencies and 240 sub-components) were surveyed. GSFC ranked 11th among 240 agency subcomponents. For the last two years, GSFC has been ranked in the Top 5 percent. In spite of the fact that NASA finished in the top 5 percent in 2011, we are striving to be number one.

- *Labor-Management Forums*

On December 9, 2009, President Obama signed Executive Order 13522 – “Creating Labor Management Forums (LMF) to Improve Delivery of Government Services” establishing a collaborative, cooperative and productive form of labor management to improve delivery of Government services. The intent of these forums is to help identify problems and propose solutions that better serve the public, improve employee work life and morale and strengthen labor relations. Consistent with the Executive Order, NASA Deputy Administrator Lori Garver directed the Centers to “extend invitations to labor representatives to attend Center-level management councils and meetings to share and draft new policies or workplace change information with labor to the maximum extent possible.” Additionally, NASA Headquarters (Agency-level) has called for the establishment of Center-level Labor-Management Forums. Goddard has recognized that our civilian employees are the key to supporting NASA's mission to pioneer the future in space exploration. Therefore, the Center has taken the following steps to implement the directives by:

- Conducting a baseline assessment of labor-management relations at the Center
- Establishing Labor-Management Forums
- Providing resources
- Encouraging pre-decisional involvement
- Developing metrics for monitoring improvement

- *Benchmarking*

We consider benchmarking to be a non-traditional learning model that allows us to acquire knowledge from other human capital (HC) professionals both inside and outside the Federal Government. For FY 2011, our benchmarking activities included an informational interview with the Department of Homeland Security Chief Human Capital Officer, Jeff Neal (now retired). Mr. Neal's accomplishments at the Defense Logistics Agency were chronicled in the book entitled *The People Factor: Strengthening America by Investing in Public Service*, which documented his approach to establishing a HC Strategy Office to balance the need for strategic HC services in an operational function. OHCM, in partnership with the Equal Opportunity Programs Office, conducted a benchmarking trip to the University of Illinois at Urbana-Champaign campus in March 2011 to see best practices related to working with and serving those with disabilities. This particular university was chosen due to the inclusive programs and support services they offer as compared to all universities and colleges within the United States. The best practices we observed are now being incorporated as

we continue transforming Goddard into a more inclusive and welcoming work place for individuals with disabilities.

OHCM was also benchmarked by several outside organizations within the past year. When Goddard was benchmarked by the Department of Agriculture's Animal and Plant Health Inspection Service (APHIS) in February 2011, we presented a detailed overview of the Goddard Coaching Program. APHIS was interested in answering the following questions: "What is coaching?" "How did we get started?" "What is required to be successful?" "Who is the target audience?" "What is the investment?" and "What are the benefits?" Also, two of our internal coaches also presented at the Maryland Chapter of the International Coaching Federation.

As part of one benchmarking activity, staff from the Architect of the U.S. Capitol attended Goddard's two-day New Employee Orientation program, entitled "Welcome to the NASA/Goddard Family: Captivating, Cultivating and Challenging YOU!" Following their attendance, the staff briefed their organization focusing on: 1) the orientation session they participated in, and 2) the concept of "Becoming the Employer of Choice", a distinction that NASA has consistently held. They have implemented several of our best practices to help them with offering a more robust and welcoming new employee orientation program, and have acknowledged NASA's assistance in helping reshape their organization.

## PLANS FOR 2012

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In the year to come, OHCM will continue to build and strengthen our relationship with our partners and our customer across the Center. Below are some of our highlighted plans for 2012.

- ***Implementing and Monitoring the Non-Competitive Promotion Process Initiative***

The Interim Non-Competitive Promotion Process (NCPP) initiative is a process designed to promote employees based on the addition of higher-graded duties and responsibilities, or the employee's impact on the position (formally known as impact of the person). The Center is currently in the process of using the Interim NCPP for promotion requests for professional administrative and clerical staff, Washington Area Metals Trades Council (WAMTC) and American Federation of Government Employees (AFGE) bargaining-unit employees. At this time, the Center is preparing to continue to negotiate the Interim NCPP with Goddard engineers, scientists and technicians (GESTA). The final NCPP will include enhanced tracking and monitoring of metrics, automation, position management and associated training for the Center's workforce. For information about the interim process, go to the website: <http://ohcm.gsfc.nasa.gov/Promotion/Interim.htm>.

- ***Identifying Core Competencies for the Center and Directorates; Assessing Surpluses and Gaps***

In collaboration with top Center strategists, OHCM will define a tool and process to determine Goddard's current and five-year-horizon core capabilities down to the skill and sub-skill level; establish priorities; and ensure a useful, repeatable process in order to optimally align people, resources and activities. OHCM will work with the Chief Financial Officer's (CFO) office to update the Workforce

Integrated Strategic Plan's Skills Dictionary to update capabilities. In collaboration with the CFO's office and the Directorates, OHCM will re-map employee skills to the new dictionary. The outcomes of these activities will be used to drive organizational sustainability process (formerly referred to as succession planning), training-needs definition, recruitment and hiring strategies, full-time employee (FTE) distribution and buyout approaches.

- *Developing a Learning Investment Strategy for the Center*

The Learning Investment Strategy will establish a systematic framework to analyze Directorate training-related data for the Center, align training initiatives with identified Center critical competencies, identify skill gaps and/or surpluses in Center critical competencies, establish a foundation for GSFC historical training related data that is competency based and in alignment with organizational goals and objectives, and implement a process to review training related data to assist in budget and resource planning.

- *Making Changes to Reduce Time-to-Hire*

OHCM will mitigate lengthy time-to-hire timeframes and develop an in-depth plan of action. Three process or strategy changes have already been enacted. 1) OHCM has requested that the Administrative Officers wait to submit Request for Eligible(s) until we are ready to post a vacancy announcement. 2) We also expect the quarterly hiring decisions, based on budget and FTE analysis, will have us working in a manner that will not require a delay to select or make offers. 3) As a result of a Lean Six Sigma study of the position classification process, we will implement the results to significantly reduce the time to classify position descriptions for both competitive and non-competitive actions.

These three examples should greatly improve our metrics and overall averages on the various metric points. We hope to identify other ways to reduce time-to-hire when we complete another Lean Six Sigma review between January and July of 2012.

- *Increasing Utilization of External Awards as a Means of Expanding Goddard's Presence Beyond NASA*

Goddard Space Flight Center leads the world in scientific discovery and understanding. Worldwide organizations outside of NASA solicit opportunities to recognize the innovative accomplishments made by the diverse and talented employees here at Goddard. Therefore, OHCM has increased efforts to solicit interest and support for participating in the various external awards application processes. Our intent is to increase the visibility and recognition of Goddard employees beyond the Center and Agency communities.

- *Developing a Goddard "People Strategy"*

The Goddard People Strategy will be a collaborative effort to integrate cross-functional activities with our "people partners", which includes offices such as the Equal Opportunity Programs Office, the Diversity and Inclusion Program Office and the Office of Education.

The GSFC realizes that its top priority is its people. We place significant focus on developing and maintaining a vital and effective workforce by involving employees in the creation of a work environment conducive to their best performance according to the Center's values and goals. To create a diverse and inclusive organization, it is the Center's vision to foster an organizational climate where Goddard employees respect, appreciate, and value individual difference so that we can capitalize on the strengths of a diverse workforce to better perform our mission through teamwork and innovation. We foster an organizational climate where employee diversity and mutual respect are catalysts for creativity and team effectiveness.

By integrating the strategic priorities of each of our "people partners", we believe that we will enhance our abilities to achieve the desired environment and climate at the Center to allow everyone the opportunity to better support the Center's mission.

- *Assessing Our FY 2012 Recruitment Efforts*

In light of current FTE constraints, shrinking budgets and the highly competitive nature of science and engineering recruitment, Goddard requires a recruitment cycle that is balanced and continuous.

Typically, recruitment at the Federal level involves waiting for vacancies to occur before an advertisement is announced. Although, this appears to be the most logical method of obtaining talent, it is not the most effective. One problem that often hampers Federal agencies is the inability to locate talented candidates within the short window of time allotted once a hiring need has been identified. Continuous-cycle recruitment directly addresses this challenge. This methodology recognizes that recruitment of core-critical competencies never has an "off switch." Therefore, critical competencies should always be sought out—even during periods of limited permanent hiring. During such lean periods, strategic student-pipeline management becomes even more important.

As we promote the practice of continuous-cycle recruitment, OHCM will assess its impact on our FY 2012 recruiting efforts.

- *Assessing the Return on Expectations for Goddard's Training and Development Investments*

The OHCM training Program Review and Evaluation Plan (PREP) framework will establish a systematic and comprehensive approach to evaluating training and development programs at Goddard. The PREP will also establish a framework for analyzing new and existing Center and Directorate-sponsored training to ensure technical soundness, cost effectiveness, increased knowledge and career-enhancing opportunities for all civil servants. Additionally, it will ensure that training (technical and non-technical) is aligned with both the Center's and Agency's missions.

OHCM is currently developing step-by-step instructions for evaluating and identifying all Center- and Directorate-sponsored training on site. Training and development programs will be evaluated based on pre-established criteria, guidelines and training industry standards to ensure that they are being conducted in the most effective and efficient manner, and according to the stated learning objectives and course guidelines. Additionally, OHCM is identifying stakeholders for all training programs so that we can engage them in our plans for moving forward as well as discuss the timing of the reviews.



## CONCLUSION

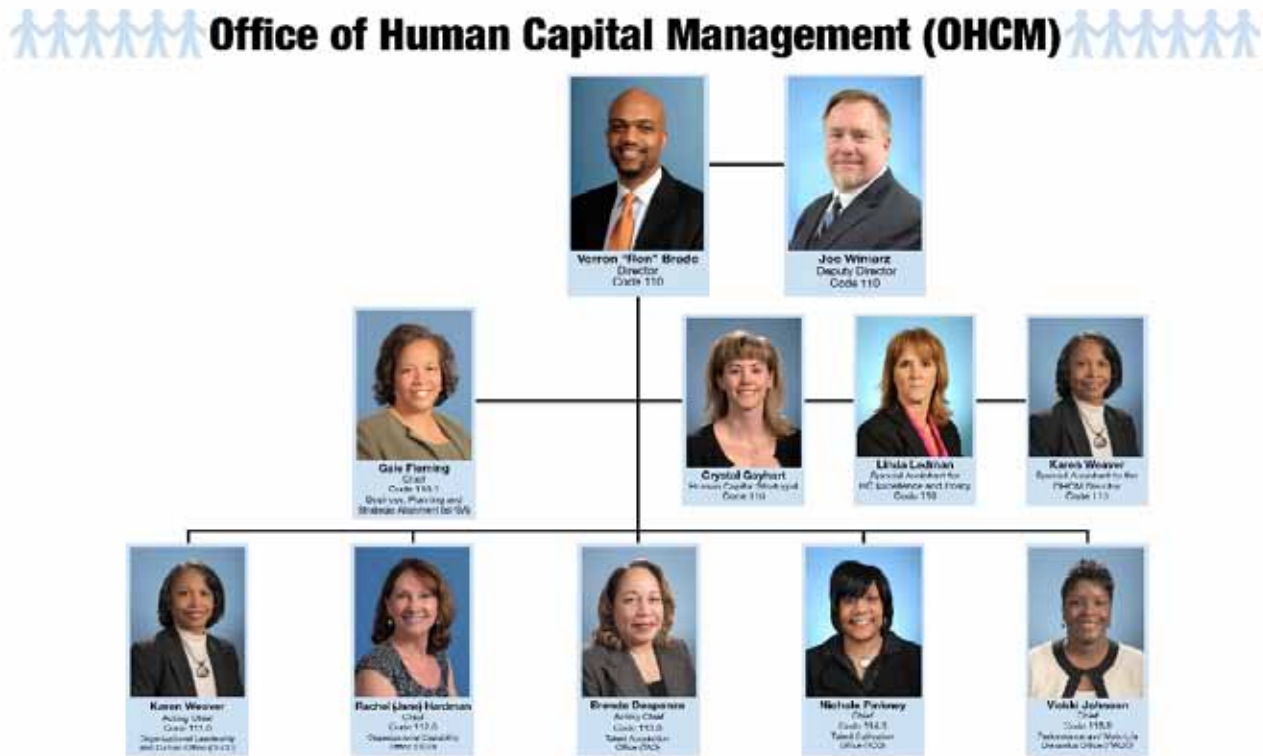
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Fiscal year 2011 has been another year of progress and we look forward to doing even better. In 2012, we intend to elevate our performance as an arm of management and an advocate for people—our most valuable resource. OHCM has been involved in an internal cultural transformation since 2009, and we are confident that our strategies and initiatives will provide value-added products and services as we continue to partner across the Center to support success in this new fiscal year.





## APPENDIX A: THE OHCM LEADERSHIP TEAM



## APPENDIX B: BEST PLACES TO WORK TRENDS — (PROVIDES AN OVERVIEW OF GODDARD'S DEMOGRAPHIC TRENDS FOR 2011 AND 2010)

The table below depicts Goddard's demographic trends, indicating rankings for the last two years, based upon employees' responses to the OPM EVS, in combination with the number of participating Agency subcomponents. The number of participating subcomponents for the demographic rankings is identified within the parentheses.

Although 240 Agency subcomponents participated in the survey, it is important to note that not all subcomponents have a representative sample of the demographic groups to merit a ranking. For example, the GSFC ranking for Hispanic or Latino increased by nine based upon 133 subcomponents.

Demographic	2011	2010
Female	11 (218)	11 (222)
Male	7 (217)	6 (221)
40 and over	10 (223)	10 (223)
Under 40	8 (200)	3 (204)
Black or African American	5 (79)	5 (79)
Hispanic or Latino	15 (191)	24 (193)
Multi-racial	9 (43)	1 (42)
White	9 (218)	8 (222)

*Figure 3. Demographic trends for the GSFC*





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